

MPA

MASTER IN PUBLIC MANAGEMENT

ماجستير الإدارة العامة

Executive Master of Public Management Programme

Graduates Handbook

Cohort 1

2018





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His Royal Highness Prince
Salman bin Hamad AL-Khalifa
The Crown Prince,
Deputy Supreme Commander
and First Deputy Premier



His Majesty King
Hamad bin Isa Al-Khalifa
The King of the Kingdom of Bahrain



His Royal Highness Prince
Khalifa bin Salman Al-Khalifa
The Prime Minister



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Introduction

The Master in Public Management (MPM) is a professional and academic programme, which provides students from the government and private sector with the opportunity to obtain a graduate and professional degree, meeting the labour market requirements.

The programme was launched in 2016, driven by the Bahrain Institute of Public Administration's belief in the importance of research in developing public administration systems to achieve the highest levels of quality in delivering public services, in line with the development aspirations.

The (MPM) is offered through partnership with Aix Marseille University (AMU) and Ecole Nationale d'Administration (ENA) of France, in addition to local partnerships with University of Bahrain and Tamkeen.

The programme has been implemented on the basis of a scientific approach, aiming to qualify government leaders capable of making sound decisions and developing policies in line with the best professional and scientific practices. The programme is designed to meet the training needs of the public sector. The levels of competency and skills required for development of government performance have been identified. In addition, elite international practitioners and academic professors well versed in the fields of public administration and management will bring their professional expertise and academic knowledge to create a unique experience for students in the programme.

Chairman speech



Dr. Raed Mohammed Bin Shams

Chairman,
Board of Master of Public
Management Programme

When an effort comes to an end with joy and achievement, we certainly feel proud and satisfied!

We are really proud of you, the first group of graduates. It is through you that we have proved that the journey of dreams, though long, will certainly become true. You have been a part of realizing such a dream!

You have been the selected elite that have embarked upon the programme with all enthusiasm and passion. You have granted us your confidence and expertise, while we have given you all that we own of knowledge and profession.

It is an enormous joy for us when you graduate after a two-year course of knowledge and exchange of experiences.

On behalf of the Board of Directors of the Master of Public Management Programme and of the members of both the Management and Academic Faculty, I extend sincere congratulations to you for successfully and distinctively completing this programme. Being the first group of this programme, we hope that you will keep in touch with us for a better future outlook by means of the knowledge you have acquired through this programme.

Program partners



Bahrain Institute of Public Administration “BIPA”, Bahrain

Institute of Public Administration (BIPA) was established by Decree No. (65) for the year 2006 issued by His Majesty King Hamad bin Isa Al Khalifa, King of Bahrain in June 2006 ,28 and it follows the Council of Ministers.

The Institute seeks to achieve sustainable development for the country and its citizens, based on the Constitution of the Kingdom of Bahrain and the National Action Charter, and in line with the strategic priority within the work of the efficient functioning government program for the service of citizens. To this end, we have also acted in implementing two national economic initiatives within the Bahrain Economic Vision 2030, namely finding a distinct program for training the government leaderships and developing leaders in the public sector as well as improving the quality and availability of the training.

And a commitment to its responsibility, Institute of Public Administration works to improve government performance in the areas of policies and strategies, resource management, change management, and government services development through the development of skills, behavior and knowledge based on learning and training; participation in the decision-making process through consultancy; problem solving by means of scientific research; building and developing capabilities through coaching and assessment. The Institute also works to promote the awareness and culture of government performance through strategic communication.



Aix-Marseille University “AMU”, France

Aix Marseille University (AMU) figures in the 130 top ranked universities in the world (Shanghai ranking). As the largest French-speaking University in the world and the largest public university in France, with 72,000 students, it covers all disciplines. Within AMU, the Institute of Public Management and Territorial Governance (IMPGT) is the only French research and training Institute fully specialized in Public Management. Established in 1996, IMPGT trains Public Management Specialists working in administrations, the service sector, research and consulting and offers a comprehensive cycle of higher education from Bachelor to Ph.D. AMU’s Master degree “Master of Public Administration”, which will also be offered in Bahrain, is ranked in the top 10 French Masters degrees.

Program partners



Ecole Nationale d'Administration “ENA”, France

ENA, the French National School of Administration, was created in 1945 by General de Gaulle and is one of the world's most prestigious public administration schools. Up and coming leaders from all over the globe seek out its distinctive practical educational model that has become an international reference for civil servants training. Each year, ENA recruits and trains the men and women that become France, Europe and the world's top leaders, while imbuing them with a unique sense of public service performance and impartiality. ENA's alumni comprise 3 French Presidents, numerous Heads of State, Ministers and public and private sector leaders.



University of Bahrain “UOB”, Bahrain

The University of Bahrain is the largest public university in the Kingdom of Bahrain, and the Minister of Education with other ministers as members chairs its board of Trustees. UOB is dedicated to providing the country with professionals, technocrats and experts in a variety of fields, while focusing on building partnerships with both the public and the private sectors.



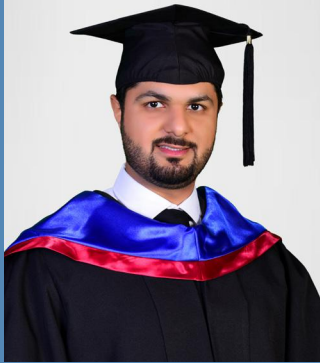
Tamkeen, Bahrain

Tamkeen established in August 2006 as part of Bahrain's national reform initiatives and Bahrain's Economic Vision, and tasked with supporting Bahrain's private sector and positioning it as the key driver of economic development.

Tamkeen's two primary objectives are fostering the creation and development of enterprises, and providing support to enhance the productivity and growth of enterprises and individuals.



Graduates



Abdulhameed AlBalooshi
Head of Financial Accounts,
Court of the Crown Prince



Abdulla AlJawder
Chief Channel Development,
Information and eGovernment
Authority



Abdullah Dhaif
Head of Managerial
Accounting, Ministry of
Finance



Aisha AlAalam
Regional Medical Lab
Technologist, Ministry of Health

First Class Honours



Ali Beshara
Chief Position Control and
Organization Information, Civil
Service Bureau

First Class Honours



Ali Darwish
Chief of Customer Care,
Information & eGovernment
Authority



Ameerah AlQattaf
Supervisor of Parliamentary
Relations Development,
Council of Representatives



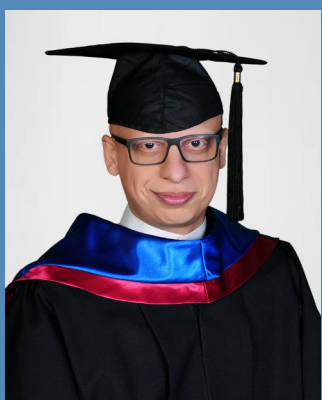
Amina Qaed
Solutions Specialist, Gulf
Petrochemical Industries Co.
(GPIC)



Ayda Bin Rajab
Senior Director of Project
Planning Support Dept.,
Institute Of Public
Administration (BIPA)



Ayman AlAnsari
Enterprise Architecture
Projects Leader, Information
and eGovernment Authority



Ebrahim AlTamimi
Director of Information, The
Court of HRH the Prime
Minister



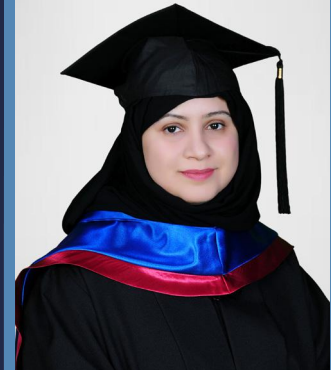
Fajer AlMehza
Political Analyst, Ministry of
Interior



Fatima AlAssas
Head of Quality Development
Section, Ministry of Interior



Hanadi AlKhaja
Accountant / National Team
member, Bahrain Customs
Affairs



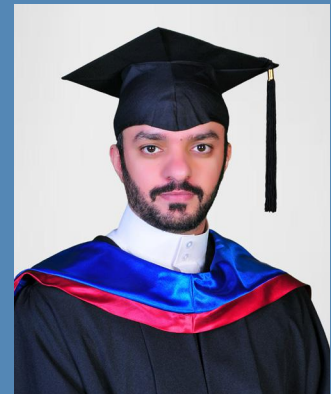
Hayat AlGhais
Tax Analyst, Ministry of
Finance



Luay Kamaluddin
Head of Legal Affairs, Deputy
Prime Minister's Office



Maryam Abu AlFath
Program Coordinator (office
manager), Ministry of Works,
Municipalities Affairs and Urban
Planning



Mohamed AlMurbati
Team Leader – Topographic,
Survey and Land Registration
Bureau

First Class Honours



Safa Safar
Head, Consumption
Awareness, Ministry of
Industry and Commerce



Samah Ali
Strategic Business
Improvement Manager,
American Express Middle East
and North Africa



Talal AlSayed
General Engineer – Land
Transport Projects, Ministry
of Transportation and
Telecommunications



Yousif AlHayki
Acting Head of Management
and Accounting Section,
Ministry of Finance



Theses Summaries



The Challenges and Opportunities of Public-Private Partnership (PPP) in Infrastructure Projects in the Kingdom of Bahrain

By: Abdulhameed Ali AlBalooshi
Head of Financial Accounts
Court of the Crown Prince

1- Abstract:

The study aimed to outline the challenges and opportunities emanating from Public-private partnerships (PPPs), the role of the managing stakeholders and the project's success as well as the key factors considered when entering into the contract between the private and public players. Such assessments were fundamental considering that it had been noted that one out of four of the PPPs in the Middle East had higher chances of failing.

The study adopted a quantitative approach to analyse the findings collected from key top officials from the Bahrain government and private contractors participating in the public partnerships. The analysis of the feedback was done through non-parametric analysis to enhance the statistical power of the study.

Results:

Objective 1: Challenges and Opportunities

The challenges included; Operational risks in the project ($m=3.41$) and Over-pricing of PPPs ($mean=3.47$).

The opportunities were; Provision of financial relief to the public sector ($M=4.29$), Facilitating creative and innovative approaches in the PPP environment ($M=3.71$), Assurance and provision of budgetary certainty ($m=3.94$), Provision of access to the required expertise and transfer of proprietary technology ($m=3.82$), and Allowing speeding up the implementation and construction of strategic infrastructure projects ($m=3.94$).

Objective 2: Relationship between Management and Project Success

Management competency was linked to project success ($\rho = .725$, $p=0.025$)

Objective 3: Aspects Considered in Bahrain Public-private Partnership Formation

Revenue reserves of the private partners ($M=4.12$), the value of project over the project cost ($M=3.71$), ratification of the private partner appropriateness ($M=4.06$), a detailed description of the responsibilities and expected risks ($M=3.91$) and transparency in bidding ($M=3.71$).

Recommendations:

The need for more future studies in order to provide more understanding pertaining to the new infrastructural development approaches in Bahrain.

Limitations

Small sample size.

2- Research Problem:

- To outline the challenges and opportunities surrounding the Bahrain PPP infrastructural sector
- To assess the impact of managerial competency on PPP infrastructural project failure or success rate in Bahrain
- To outline the most fundamental aspects Bahrain government considers before forming the collaborations between the public and private entrepreneurs

3- Methodology:

- The study adopted a quantitative approach



Motivation in the public sector of Bahrain: Studying motivational factors impacting employees of the Information and eGovernment Authority

By: Abdulla Ali AlJawder
Chief of Channel Development
Organisation: Information & eGovernment Authority

1- Abstract:

This study aimed at researching the most influential motivation factor affecting public sector employees in Bahrain represented by employees of the Information and eGovernment Authority (iGA) using the Motivational Questionnaire (MQ). The study surveyed 117 out of 347 employees working at iGA about their views on the most influential factor of the six factors in scope. Respondents ordered the six factors from most to least influential as follows: Recognition, Interest, Independence, Remuneration, Teamwork and Management. This research also found that female employees are more responsive to motivational factors than male employees. Additionally, there was a positive relationship between both education level and job tenure, and the level of motivation. This study found that with higher education or number of years working in the organization, the responsiveness to motivational factors increases. Finally, it was observed that motivational factors vary between respondents based on gender, education level and job tenure.

2- Research Problem:

Motivating employees and studying the influence of the motivational factors on employees' motivation have long been a topic surrounded by uncertainty (Waddell, 2007). Thus, various theories have been proposed and developed to explain employees' motivation. Despite the large number of studies around the subject, it is still somewhat unclear to what extent specific motivational factors affect employees' motivation and engagement. The purpose of this study is to investigate factors that influence motivation among individuals working in the public sector represented by the employees of the Information and eGovernment Authority. This study aims to study how motivational preferences differ in relation to factors like gender, education level, and tenure. Furthermore, the study aims to identify possible strategies that could be used by managers in the public sector to help them motivate their employees.

3- Methodology:

Motivation Questionnaire (MQ) instrument is used to measure the effect of motivational factors in individuals working in the public sector, which is based on the Self Determination Theory (SDT). It tries to identify the level of motivation that each of the three factors have on individuals. The factors are Autonomy, Relatedness and Competence; and they consist of 20 motivational dimensions in total. The MQ instrument uses a Likert scale to measure the level of motivation and consists of 6 questions for each of the 20 dimensions, which totals to a 120 question (MySkillsProfile, 2014). The Motivation Questionnaire was used in this study because of the level of detail and the degree of focus it provides for the researchers to study certain factors and dimensions of motivation. The -20item scale of the MQ provides details as to which item have an impact and to what extent such impact is effective in motivating, or demotivating, individuals working in the public sector.



Factors Influencing Adoption of Performance Based Budgeting System by the Public Organizations

By: Abdulla Ahmed Dhaif
Director, Financial Systems Development
Ministry of Finance

1- Abstract:

The study aims to understand the main factors influencing the adoption of performance based budgeting system by the public organizations. Interviews with policy makers, operational and technical staff from different public entities forms the data source of the research. The results suggested three main influential factors, the first is related to the perception of the officials and employees of the government entities about the new budgeting system and its characteristics. The second factor is related to the characteristics of the government entities and their administrative and management staff. The third factor is the support and follow-up of the change agent. In view of the mentioned characteristics, three key aspects emerge as basic premises that should be considered when starting the implementation of the performance based budgeting system; The first one is the awareness, since it contributes in explaining the procedures of the system and clarifies the need to apply it and reveals its effectiveness in solving the problems faced by government agencies under the traditional budgeting system. The second one is the openness and communication with government agencies in order to contribute in reducing the opposition towards change that may exists in some government agencies, and alleviate the negative perception that some government agencies may have due to unsuccessful attempts experienced in the past. The third aspect is to consider the complexity of the system and thus the importance of phased implementation and training. Finally, the need for support and follow-up by a higher political authority in the state to ensure the continuity of the project and the commitment of government entities to implement the system.

2- Research Problem:

Governments use multiple approaches for budgeting in the public sector, with each having a different characteristics and objectives. The main approaches include line-item budgeting and performance based budgeting. Traditional systems such as line-item budgeting, have a several disadvantages. Therefore, many countries are trying to shift from that system which focuses on input, to a budgeting system that emphasizes on performance, output and outcome, aiming to improve the efficiency and effectiveness of government spending by linking it to the achieved performance. The performance system differs from the traditional system in that it includes a plan to implement certain programs in order to achieve predefined objectives. At the end of the period, the results are reviewed and the executors are held accountable for the extent to which the goals are achieved rather than spending regardless of the outcome. Despite the advantages of the performance based budgeting system, it is considered to be a complex system in terms of preparation and application, and therefore requires pre-configuration in all administrative, technical and legal aspects. Attempting to apply a new system or replace an existing system is not usually an easy task, even when it has obvious advantages, because it faces various obstacles and different reactions that may affect the success of that attempt to achieve the desired goal. Therefore, understanding the factors influencing the acceptance to adopt new policies or systems by individuals and organizations will effectively assists the body seeking to change in establishing the appropriate procedures to interact with these factors and adapt the circumstances to facilitate the process of change.

3- Methodology:

Qualitative research was used in this research, as it is believed that the interviews provides deep understanding about the relationship between the different variables. The advantages of using interviews include the ability to acquire higher quality information, as it provides opportunities for feedback and understanding of complex questions. It also enables the ability to gathering vague information that is not readily obtainable through the use of survey instruments such as questionnaires. In order to study the impact of various factors on the success of the implementation of the performance based budgeting system, the application process must be viewed from two main aspects: strategy and operation. Therefore, Interviews included officials from these two fields. A limited involvement of technical experts is also took place.



Work-time reduction: does a shorter working week improve Work-life balance?

By: Aisha Shahid AlAalam
Medical Lab Technologist (region 1)
Ministry of Health

1- Abstract:

Achieving a work life balance is every working person's goal, so, is reducing the number of an employee's working hours in a week enough to achieve this goal? In this thesis research we attempt to answer this question by analyzing if a shorter working week was proposed as a new Bahraini law would have an impact on a working employee's social life. As perceived by medical region 1 laboratory employees in the ministry of health at the Kingdom of Bahrain. This study explores the relationship between reducing working hours and employee social life balance to achieve maximum employee satisfaction and have better solutions in a fast moving society, community wise and economically wise if possible. The employees' view is vital in order to reach an objective conclusion. For this reason qualitative research interviews were selected as the best possible media to reach the desired goal. In conclusion, the qualitative analysis has shown that according to the interviews, a shorter working hour week would be one of the factors that can lead to a work-life balance but not the only one and a shorter week hours can lead to a better health and increase productivity and performance of an employee.

2- Research Problem:

- Is reducing the number of an employee's working hours in a week enough to achieve a work-life balance in the employee's life?

Sub research questions:

1. Does reducing the number of an employee's working hours in a week have an impact on his/her social life?
2. Does reducing number of an employee's working hours in a week impact his/her health?

3- Methodology

Working time reduction is becoming a topic that many are interested in all around the world. It's becoming a focal point of many research topics especially governments and countries like OECD. That's why in my research paper I have utilized a variety of resources to obtain the information and data needed to complete this research.

Firstly, I researched known journals and articles, using the search engine provided by university of Aix-Marseille online library and the university of Bahrain online library to get an updated perspective about the subject of working time reduction. Secondly, I utilized the local libraries in the Kingdom of Bahrain and the university of Bahrain library to research some of the books sources available which I found to be very useful in my research. Thirdly, utilizing the internet and the internet websites and links also has been part of my research to get up-to-date news and reports from different reliable sources.

Lastly, the most influential part of my methodology has been a semi-structured interview that I conducted with about 15 employees working at the laboratory departments at 6 different public health centers under the ministry of health in Bahrain.

It must be noted that 15 employees represent about %10 of the total 162 employees working in all 28 health centers which are distributed in five medical regions in the Kingdom of Bahrain. The region that I conducted the research on was region 1 (the one I supervise and manage). Thus, it can be said that it's a good sample size, which comprised 3 different categories of employees which were: 7 senior laboratory technicians, 4 laboratory technicians and 4 medical assistants (phlebotomists). The results of the interviews will give an insight into how this sample of employees perceive work-life balance and would a reduction in their working hours make a difference in their work-life balance .



Leadership Style for The Digital Age: A Qualitative Study in the Civil Service Bureau of Bahrain

By: Ali Ghaleb Beshara
Acting Director of Job Evaluation
Civil Service Bureau

1- Abstract:

Bahrain is a leading country in e-Government and technology. Therefore, electronic transformation is being spread throughout all government bodies. Among the hundreds of leadership studies that were published during this century, most of these studies are on the private sector, and a few of them are done in the Arab-World. Furthermore, published studies on leadership in Bahrain are scarce. This research extends our understanding on middle-manager's leadership behavior in the public sector of Bahrain from the point of view of the employees, especially in the time of electronic transformation of government services. Ten interviews were conducted with employees in the Civil Service Bureau of Bahrain. The taxonomy of leadership behavior by G. Yukl (2012) was used to display and discuss interview data. Relations-Behaviors were the most mentioned behaviors and involvement in change was highly appreciated. Some behaviors were not mentioned by employees like short-term planning, external monitoring and representing. The study also exposed a new spectrum of acceptance to electronic transformation contrary to the common opinion that employees normally resist this kind of transformation. This study extends the understanding of leadership in the public sector of Bahrain and the Arabian-Gulf and suggests some focus on developing leadership skills of middle managers in the Civil Service Bureau.

2- Research Problem:

To explore the suitable leadership style and behaviors that are sought for by employees performing electronically transformed tasks in the Civil Service Bureau of the Kingdom of Bahrain.

3- Methodology

Qualitative type of research was chosen for this study with an abductive approach. Data was gathered by conducting semi-structured interviews with a convenient sample of employees who have had most of their work electronically transformed and the sample was selected based on the researcher's involvement in the e-Services committee. Non-probability selection was more feasible than other sampling techniques due to the limitation of time and manpower. The researcher interviewed seven employees and three managers to get input from different levels of the situation. When deciding on the number of interviews to be carried out, the researcher sought to carry out ten interviews or till saturation is reached.



What makes Online Ad catch-on and go viral? A study on the effect of content and personality on Online Service Ad in Bahrain

By: Ali Hasan Darwish
Chief, Customer Care
Information & eGovernment Authority

1- Abstract:

Communication and marketing are fundamental pillars for Information and eGovernment Authority in Bahrain to build the awareness of its online government services, develop its national e-Transformation program and support its change management agenda. Since its establishment, iGA has adopted all traditional and digital marketing tactics to raise the awareness and increase the online service adoption among its stakeholders within the community. However, the awareness and adoption levels are relatively low. On the other hand, researches have indicated that viral marketing strategies are among the most efficient and cost-effective approaches to increase awareness and adoption of any marketing advert by involving customers be co-promoters in the age of digital transformation and social networking.

In the light of the population growth in Bahrain and the government direction towards public expenditure reduction due to the decline in the oil prices, viral marketing strategies are very suitable for iGA to tackle the awareness issue effectively and with the least cost involved. This study highlights the key factors that can lead to the success of viral marketing strategies in Bahrain, which marketers in iGA need to understand for promoting their online services' ads. Our research highlighted the main content, psychological, personality and emotional factors that may influence people's decision toward sharing online content to their social networks in Bahrain and generate virality. It provides iGA, or any public organization, with key aspects and managerial implications that need to be taken into consideration in their marketing ads and messages in order to increase awareness and adoption through viral marketing advantages.

2- Research Problem:

Information and eGovernment Authority of Bahrain (iGA) has dedicated significant amount of its annual budget to promote its e-services and channels. A recent study conducted by University of Bahrain has revealed that the level of awareness of the main relevant e-services are considered relatively low. On the other hand, the recent drop in hydrocarbon prices has affected Bahrain negatively in 2015, which has pushed the government to go under austerity measures (World Bank, 2017). Therefore, the public sector in Bahrain, including iGA, has been directed to control their public expenditure strategies. Hence, it is a challenge for iGA to react to the low awareness issue and increase e-service adoption through increasing marketing budget.

Researches have indicated that adopting viral marketing techniques and strategies can be one of the good solutions to increase its e-services awareness while at the same time ensuring cost effectiveness under the austerity measures. Therefore, to fill the gap, many literatures have been studies for this research in the area of digital and viral marketing and the following research questions have been developed:

Q1. What kind of online promotional strategies iGA should adopt to ensure virality of their ads and messages in the social networks?

Q2. What kind of content and personalities iGA should focus on to ensure the virality of their ads in social networks?

3- Methodology:

In order to tackle the problem and answer the research questions, the theoretical and conceptual framework of viral marketing strategies have been discussed and examined within the context of Bahrain. The objective of this study is to explore key strategies that can help iGA ads and messages to go viral as well as to examine the key drivers and factors that influence people's behavior in sharing online content.

The research has been conducted using deductive, extensive and quantitative approach in order to confront the empirical results with the theory discussed in the study and be able to generalize the outcomes.



The Relationship between Employees' Motivation and Job Satisfaction at the General Secretariat of Bahrain's Council of Representatives - GSCOR

By: Ameera AlQattaf
Supervisor of Parliamentary Relations Development
Council of Representatives (Bahrain's Parliament)

1- Abstract:

Motivation and job satisfaction are common words in the study of organizational behavior. They are being studied all over the world due to their significance to the success and prosperity to any organization. In the General Secretariat of the Council of Representatives – GSCOR, there is a fact that not every motivated employee is satisfied with his/her job. On the contrary, not every employee who's satisfied with his/her job is motivated. This fact led me to find out whether the motivation level of the GSCOR employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction. Based on the research literature review, the findings of the empirical study and the validation of hypothesis, the answer to the research question is achieved in the conclusion with some recommendations to the GSCOR. Due to the Bahraini cultural effect on employees' behavior, the implication of this research's recommendations is not merely beneficial for the GSCOR; their implication will be useful for the prosperity of any other public organization in the Kingdom of Bahrain, by increasing employees' commitment to their organizations and by reducing the level of employees' turnover and absenteeism.

2- Research Problem:

To what extent are employees' motivation and job satisfaction linked to each other? I would like to identify the best motivation approaches to achieve high employees' job satisfaction, which is necessary for the GSCOR to achieve its goals and obtain high productivity. The main question about this study is 'to investigate whether the motivation level of employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction'.

3- Methodology:

Resources: Books, E-books, articles and internet websites.

Quantitative methodology (A two-section questionnaire survey via google docs, sent by email to all the employees working for the GSCOR, got 80 responses out of 261).



Exploring the Link between Bahrain Vision 2030 and the United Nations Sustainable Development Goals (SDGs)

By: Aameena AlQaed
Solutions Specialist
Gulf Petrochemical Industries Co. (GPIC)

1- Abstract:

This study investigates the link between Bahrain Vision 2030 and the United Nations Sustainable Development Goals. A quantitative method approach was chosen and the results of the questionnaire were integrated to ensure a more complete understanding of the data. Intended for the government ministries and its agencies in the Kingdom of Bahrain, the survey focussed on senior level officials from the government. The results showed that the general attitude towards sustainability and SDGS was very positive for all organisations. A closely interconnected relation was found between Bahrain Vision 2030 and UN SDGs with the UN agencies working closely with the Bahrain government agencies in a multi-tier environment. It can be summarized that the link between Bahrain Vision 2030 and UN SDGs were essential as Bahrain progresses in all fronts not only in a regional level but on a global scale also.

2- Research Problem:

The research attempts to identify how the efforts are mainstreamed between Bahrain Vision 2030 and the UN Sustainable Development Goals. This would in turn have the potential to provide more detailed knowledge of how the customisation of the goals would affect the vision in setting national priorities. The knowledge would also be helpful in assessing the progress and synchronicity between the two visions; local and global.

3- Methodology:

The research methodology in the proposed research is quantitative. The samples involved participants within public administration with representations from government ministries and its agencies. A thorough analysis was done based on the 169 targets and its related indicators to determine the responsible governmental body; the ministry with majority assigned indicators under the same SDG has been represented. In Bahrain, it has been found that %36 of indicators are available and ready for dissemination.



The effect of Internal Organizational Factors on strategy implementation success: A quantitative Study in three Government entities in Bahrain's Public Sector

By: Ayda Ali Bin Rajab

**Senior Director - Strategic Planning & Quality Assurance Department
Institute of Public Administration (BIPA)**

1- Abstract:

The correct planning of a strategy and its implementation journey to ensure its success is a challenge for many businesses today, while they try to maintain their sustainability and profitability within an environment of global changes. Governments likewise, pursue their mission and strive to achieve economic growth through the adoption of strategic management in order to improve their productivity, achieve citizen satisfaction and utilize resources effectively. A good strategy provides the sustainability and competitiveness for the future but only through an effective and successful execution process. Many studies tried to address the critical success factors that affect the strategy execution process by enhancing its chances of success and reducing the risk of failure. We reviewed the research literature to identify key internal organizational factors, which increase the likelihood of successful strategy implementation. These factors may differ from one environment to another or between the private and public sectors as well. This research aims to identify and empirically test the effect of internal organizational factors on successful strategy implementation in Bahrain's public sector. The research hypotheses of the study establish a causal relationship between the internal organizational factors, namely organizational capabilities, organizational resources, organizational internal system, leadership style, and organizational culture as independent variables and successful implementation of strategy as the dependent variable.

2- Research Problem:

The research will answer the main questions related to what extent internal organizational factors impact the success of strategy implementation in Bahrain's Public Sector

3- Methodology:

To achieve the research objective of this study, a research model was developed based on a theoretical framework generated from the literature, which identified the internal organizational factors that had an effect on the success of the strategy execution. Through a quantitative research method, the research variables were operationalized, measurement instruments were developed, and primary data collected through an online survey. The study sample consisted of employees from three public sector organizations, which were assigned the responsibility for enhancing government performance in the Government Work Program.



The Intention of the Kingdom of Bahrain's Public Officials to Citizensource in e-Services Innovation and Enhancement

By: Ayman AlAnsari
Enterprise Architecture Projects Leader
Information & eGovernment Authority

1- Abstract:

In light of the lack of studies that address the behavioral affinities of the Kingdom of Bahrain's public officials regarding citzensourcing in e-services innovation and enhancement, this research aims to bridge this gap. The determinants of Bahraini public officials' citzensourcing intentions are examined through a questionnaire based on the Theory of Planned Behavior (Ajzen, 1991) which results in recommendations for the Bahraini Legislature, the Information & eGovernment Authority and the Ministers' Cabinet to organically increase the Bahraini public officials' citzensourcing intentions without enforcement. The quantitative approach followed in this research leads to a quantified model of the Bahraini public officials' citzensourcing intentions, which paves the way for future researchers to tweak and enhance the model to better fit different contexts.

2- Research Problem:

The problem of this study is to identify the level of the Kingdom of Bahrain's public officials' Intention to citzensource in e-service innovation and enhancement, understand reasons that shape their Citzensourcing Intentions, and examine the relationship between these reasons and the Citzensourcing Intentions.

3- Methodology:

Previous research in this area has fallen short in defining a standard model for measuring public officials' behavioral intentions in various settings. Some researchers tried to identify and measure the influences on public officials' behaviors rather than intentions (Seigler, 2015), while others used highly modified versions of the Theory of Planned Behavior adaptations (Alkadry, 2000; Bagozzi & Warshaw, 1990; Kim Chan-Gon & Holzer, 2006; Yu, 2007), and while some of them could not come up with solid predictors of public officials' intentions, others' models were not flexible enough to be generalized and reused in this research.

Therefore, a more generalized adaptation of Ajzen's (1991) Theory of Planned Behavior was utilized in this study to examine the Kingdom of Bahrain's public officials' citzensourcing intentions at a more fundamental level to reveal where the model could potentially be enhanced for the specific setting of the Kingdom of Bahrain and more generally for other international settings.

The goal of this study is to measure the influence of the different predictors on the Kingdom of Bahrain's public officials' intentions to citzensource in e-services innovation and enhancement. It is therefore necessary to create a survey instrument that captures the independent variables: Attitude, Perceived Subjective Norms and Perceived Behavioral Control, as well as capturing the dependent variable: level of Citzensourcing Intention. This chapter identifies the questions that are used to capture these variables and explains the methods for testing the proposed models.



Identify And Promote Best Practice Within The Public Administration The Field Of Performance In Bahrain

By: Ebrahim Ali AlTamimi
Director of Information
H.H Prime Minister Court

1- Abstract:

This study investigates the importance of business practices in the field of performance measurement within public administration in the Kingdom of Bahrain. Research and industry initiatives mainly focus on finding best practices from around the globe for using in Bahrain. However, the economic and socio-cultural dimension of best practices; the adaptability and acceptance to local requirements were ignored. The researcher recognised the importance of a holistic approach to define best practices within performance measurement in Bahrain public administration and included all perspectives. The research study intends to focus on how best practices can be identified and then adapted to the context of Bahrain public administration. The study uses a quantitative approach and the results of the quantitative questionnaire (n= 20) were integrated to ensure a more complete understanding of the data. The results showed that the general attitude towards best practices was very positive for all organisations. A high implementation of business practices correlated with a high level of benefits perceived, more strategic planning and a less intense perception of barriers. The demand for best practices as a solution to most problems and issues were seen among the survey respondents. It was also seen that most organisations were not aware of the steps to be taken to highlight their achievements and success stories by taking up the successes to the higher authorities or to choose the Intellectual Capital requirements to be shared with other organisations. Awareness of best practices identification and implementation remains high within the participants. The research study shows that the organisations should closely collaborate with the concerned entities to share the best practices for the benefit of other organisations locally, regionally and globally.

2- Research Problem

How to identify, adapt and promote best practices within Public Administration in the Kingdom of Bahrain?

Research Questions:

The research study explored was broadly developed around the following research questions:

- What is the main aim of introducing New Management Practices in Bahrain?
- Why do we need New Management Practices in Bahrain?
- How NPM enhances performance?
- How to identify Best Practices that may suit Bahrain?

3- Methodology

The research methodology in the proposed research will be quantitative. There are several considerations when deciding to adopt a qualitative research methodology.

Before conducting a qualitative study, the author, as a researcher did three things. First, the author adopted the stance suggested by the characteristics of the naturalist paradigm. Second, the author developed the level of skill appropriate for a human instrument, or the vehicle through which data will be collected and interpreted. Finally, the author prepared a research design that utilizes accepted strategies for naturalistic inquiry (Lincoln and Guba, 1985). Strauss and Corbin (1990) believe that theoretical sensitivity comes from a number of sources, including professional literature, professional experiences, and personal experiences. Research methodology guides the choices researchers make with respect to sampling, data collection, and analysis. There must be a close association and integration among research questions, research methodology, and methods of data collection. The chosen research questions explore how best practices can be promoted within Public Administration in the Kingdom of Bahrain.

Research methods are the tools qualitative researchers use to investigate their research topic and construct their argument and the decisions they make as to how to use those tools and with whom. They are generally used in face-to-face situations in which the researcher is relating to the respondent or the setting or both. The researcher is the primary tool for data collection. This means that information is always filtered through the exchange between the individual, the research setting, and the respondents. Therefore, the introduction bias into the interview process becomes inevitable. Researcher bias must be reduced. The voices and interpretations of respondents must be enhanced while supporting researcher engagement.

To achieve this, qualitative researchers often attempt to minimize personal characteristics that could interfere with communication. Doing so requires researchers to reflect constantly on how they may be influencing the research setting and the research conversations by virtue of their identity, language capacity, knowledge of local culture, customs and etiquette, and perceived power or access to resources desired by the respondents. The author found that selecting the research methods was a “crucial element” in the research process. The author decided to use a variety of complementary research methods which were largely qualitative through examination of documentary evidences, surveys and interviews. Some initial quantitative research was done much earlier in the research process to gather background evidence of the participant’s experience and attitudes, in order to set the scene. The research study is exploratory in nature.

The study explores the ways to identify and promote best practices within the Public Administration in Bahrain. The study takes qualitative approach based on research purpose and research questions, which requires author to study the phenomenon in depth. This approach is suitable because the author wanted to gain a better understanding of the underlying factors. This also means that the study demands detailed answers regarding the key people identified within the organisations to be interviewed.

A list of all organizations to be included in the research was collected. These organisations included but not limited to publications like government statistics, company annual reports, to name a few. Colleagues and friends from the sector in Bahrain have been another source of information. Source of information also included internet web pages, articles, published journals and reports.

The samples involved Ministers, Under-Secretaries, AUSs and Directors within government and Public Administrations.



Examining Herzberg's Motivator Factors Theory to Evaluate Job Satisfaction among the Employees of Bahrain Ministry of Interior (MOI)

By: Fajer Jamal Al-Mehza
International Relation First Specialist
Ministry of Interior

1- Abstract:

Whether job satisfaction is an attainable desire or not, it is important for organizations to evaluate their employees' level of job satisfaction to come up with solutions in case there is a real problem with motivation and commitment. This paper aims to evaluate the level of job satisfaction among the employees of Bahrain Ministry of Interior (MOI) against Herzberg's motivator factors. The study does not aim to evaluate the ministry's application of Herzberg's two-factor theory or even Herzberg's motivator factors. The study only uses Herzberg's motivator factors as a basis for measuring or evaluating MOI employee job satisfaction. The study utilized the qualitative approach with in-depth semi-structured interviews to collect relevant data. The data collected was analyzed by means of grouping similar responses. The results showed that some motivator factors are totally or partially ignored by MOI management. This indicated that the level of employee job satisfaction in Bahrain MOI is not high enough to enhance motivation and commitment among the employees. The study recommended that MOI management should develop new ways and practices to demonstrate recognition and achievement in particular because they are very insufficiently considered in Bahrain MOI. It was also recommended that all the motivator factors should be considered as a whole, not individually or separately, because each of them fills a certain gap and adds to the total outcome of job satisfaction.

2- Research Problem:

- Considering Herzberg's motivation factors, what is the current level of job satisfaction among the employees of Bahrain Ministry of Interior (MOI)?
- What measures could be taken to enhance or increase job satisfaction among the employees of Bahrain Ministry of Interior (MOI)?

3- Methodology:

This study used an exploratory qualitative research design as a way of understanding the role of Herzberg's motivation factors in creating job satisfaction and motivation among the employees. The interview was made up of 9 open-ended questions that focus on evaluating the effect of Herzberg's motivation factors on the interviewees' job satisfaction.



Factors Impacting QMS-ISO9001 – Implementation In Ministry Of Interior, Kingdom Of Bahrain

By: Fatima Moheb AlAssas
Acting Head of Quality Systems and Improvement Branch
Ministry of Interior

1- Abstract:

The demand of providing quality services that meets customers' needs and exceed their expectations based on international standards is not limited to private sector anymore. Therefore, the public sector pace is prompt in seeking certification of ISO 9001 to be internationally accredited endeavoring to deliver a better quality public services, however, it still confront inconsistency in the implementation process. The aim of this research is to identify the factors impacting the implementation of ISO 9001 as a quality management system in a public sector organization with a special context like the Ministry of Interior in Kingdom of Bahrain, and develop recommendations to improve and sustain its quality management system through identifying positive, negative and improvement factors. The research relied as a benchmark, on previous studies for information about factors impacting the implementation in the public sector, and engaged both qualitative and quantitative methods to investigate and analyze data in order to provide the best understanding of the research problem. It was found that the system's main factors are; committed management and supportive leadership, competent employees taking responsibility for the system's operations and results, awareness and training. However, the implementation could be hindered by the inconsistency between implementation and work processes, when the main factors were negatively approached.

Accordingly, it is recommended to increase the awareness and training level, provide the opportunity to learn from best practices, mandate the implementation for all directorates, modify recruitment criteria, arrange rehabilitation programs for employees with poor performance, provide continuous assessment by the dedicated directorate to measure the implementation system and distinguish the best practices within the ministry.

2- Research Problem:

The factors impacting the implementation of ISO 9001 as a quality management system in public sector organization with a special context like the Ministry of Interior in Kingdom of Bahrain.

Through answering the following sub-research questions:

- 1 What are the factors positively affect the implementation process?
- 2 What are the barriers or negative factors impact the implementation?
- 3 What factors could improve the implementation?

3- Methodology:

The research relied as a benchmark, on previous studies for information about factors impacting the implementation in the public sector, and engaged both qualitative and quantitative methods to investigate and analyze data in order to provide the best understanding of the research problem. By exploring the views of the top-management through interviews; the collected data was tested with a large sample, to triangulate the findings and provide guidance to develop recommendations that improve and sustain the quality management system implementation in the Ministry.



“DESIGN – REALITY” Gap Analysis For E-Customs: Implementation On Bahrain Customs System "OFOQ"

By: Hanadi AlKhaja
Accountant \ National Team member in project OFOQ
Single Window Bahrain Customs

1 Abstract:

E-Customs initiatives are more increasingly being adopted by customs organizations in developing countries. Bahrain customs has adopted such initiative when it has launched the new E-Customs system with the name OFOQ. As this project is heading to the second phase, it is important to know the areas of strengths, and the areas of weaknesses. In doing this, “design-reality gap” model by professor Richard Heeks will be used, as a conceptual framework aims to be comprehensive and contingent. Using the seven dimensions, which Heeks has outlined, which are Information, Technology, Processes, Objectives and values, Staffing and skills, Management systems and structures, and other resources such as time and money, to measure the gap between expectation and reality, and then classify the project as a success, partial failure or complete failure.

2- Research Problem:

This study aims to analysis the gap between reality and expectation gaps in project “OFOQ” as an e-government initiative in Bahrain customs which is shifting customs into E-Customs. The result of the gap would determine if this national project is a success, partial failure or total failure using “Design – Reality gap” model by professor Richard Heeks, which he created mainly to evaluate and analysis e-government projects in developing countries, focusing on the seven dimensions 3 which are: Information, Technology, Process, Objective and values, Staffing and skills, Management system and structure, and Other resources, the ITPOSMO acronym. Analyzing project “OFOQ” not only would provide an outcome of the level of its success or failure, but it will also help in minimizing the gap in the second phase of the project. Ensuring the success of such projects is vital in public management, it affects the level of trust of citizens to public entities. Moreover, it enhances the country’s revenues and increase security levels. Customs is a trade facilitator, if their system is a success, it would cause wellbeing and societal progress to the country. But on the other hand, if their system is a failure, the cost is great. (Lessa, Negash, & Belachew, 2012) mentioned in their study that the estimated government expenditure on IT project is US\$ 3 trillion during the 10 years between 2000 and 2010, and the overall failure of these project is around 60%, thus wasting huge amounts of money. Failure might even decrease the trust level of citizens to their governments.

3- Methodology:

Qualitative, abductive approach. 7 interviews were conducted as primary resource, reviewing customs articles and journals, papers related to E-customs, design reality gap model by professor Heeks, and some case studies that used the model in their research as secondary data.



The Impact of VAT Administration Design on Taxpayers Compliance in the Kingdom of Bahrain

By: Hayat Mohammed AlGhais
Tax Analyst
Ministry of Finance

1- Abstract:

As a step toward diversifying and increasing its financial revenues, the Kingdom of Bahrain is planning to introduce Value Added Tax on the year 2018.

In order to reach to the optimal level of benefit of the taxation system, the government aim to achieves high level of compliance. This study analyzes the effect of tax administration design on compliance. By reviewing previous studies and literature on this field and by conducting a survey on potential taxpayers. It has been founded that there is a positive relationship between the rewards and penalties system and compliance. And the level of digitalization affects the compliance positively as well. Finally, the awareness and knowledge level of taxpayers and its impact on compliance has been studied also, and the suitable media channel.

2- Research Problem:

The Kingdom of Bahrain was considered as a tax heaven for long years, since it was not imposing any kind of taxes, but due to the financial issues it is facing currently because of the dependence on oil revenues, along with other GCC member states, Bahrain has decided to introduce taxes as a solution to increase and diversify the revenues in order to reach to the financial stability it aims according to its Economic Vision 2030, beginning with the VAT as first step.

In order to gain the maximum benefits of the tax system, there are several factors that has to be considered taxpayers compliance is one of the most important factors. Taxpayers compliance is getting affected by the tax administration design. In this study, the impact of tax administration design on taxpayers compliance will be analyzed. Mainly, the impact of rewards and penalties, audit approach and using digitalization on compliance. And the time required for taxpayers to be ready for the VAT system and what is their most effective media channel.

3- Methodology:

The study site is the Kingdom of Bahrain, because the research is to measure the relationship between the tax administration design and taxpayer's compliance, and what is the effect of different administration design on the compliance of the taxpayers on Bahrain.

It is important to mention that there is no previous study conducted to this topic on Bahrain tell now, because Bahrain along with other GCC countries used to depends on oil supply on their financial budget, and it is of the very first taxes that to be introduced to it.

During this thesis paper, several research techniques had been used, which include brainstorming, literature review and survey. Each one of them has its own strength and weakness points. For instance, using brainstorming is an essential tool in any research, since it helps taking the advantages of the knowledge, brings experiences into play, organizes information and increases the ability to generate ideas which improve productivity and creativity during research. However, to have an effective brainstorming, it is important to approach it with an open mind and a spirit of non-judgment.

Then, the study made literature reviews, which have some advantages such as the wide range of information and knowledge available through books, articles, official documents and reports. Furthermore, it has more advantages like saving time especially in the Internet Era currently, saving money, accessibility and it helps generating new insights, and most importantly, the help researchers avoid reinventing the wheel by letting them start from where other people ended. However, it has some disadvantages like the lack of control over data quality and it may provide the researcher with a vast amount of information, and regarding this thesis particularly there is no paper that is investigating the relationship between tax administration design and taxpayer compliance in the Kingdom of Bahrain till now.

Furthermore, quantitative approach was made by conducting a survey for several potential taxpayers in Bahrain from diversified fields and sectors, and different yearly turnover income, most of the questions were based on the taxpayer's decisions in assumption and forecasting their behaviors, by asking them several questions to measure their response and compliance behavior in accordance with different tax administration designs.

The target population is the potential taxpayers whether they will be obliged to register for the VAT law or will be from the segment that have the option to voluntary register for VAT under the same law. The sample size was about forty potential taxpayers from different sectors; including health, education, retail, telecommunication, restaurant ... etc. as they were asked to fill the questionnaires.

Finally, conclusions are reached regarding the study based on the general information analyzed on the literature review compared with the result of the survey which is directed to the Kingdom of Bahrain.



The Relationship Between Autonomy and Performance in Public Universities in the Kingdom of Bahrain

By: Luay Mohamed Kamaluddin
Head of Legal Affairs
Deputy Prime Minister's Office

1- Abstract:

Purpose: The purpose of this paper is to understand the definition of Institutional Autonomy of Higher Education Institutes in the context of the Kingdom of Bahrain. Also, the paper examines how Institutional Autonomy influences performance in the higher education institutes.

Methodology: Interviews with advisers to policy makers of higher education, leaders in the higher education institutes, as well as members from regulator and performance monitoring bodies will allow a collection of data on the topic from different perspectives.

Findings: The collected data suggests that a certain extent of control from the State on public universities is desirable to avoid abuse. However, public universities are unique in their set-up and functioning compared to core civil service. As such, this uniqueness should be taken into consideration for any interaction between public universities and other Government Entities.

Research Implications: The paper discusses the (causal) relationship between institutional autonomy and performance in public higher education institutes.

Practical Implications: Providing some recommendations to further develop and enhance institutional autonomy in public higher education institutes in Bahrain, whilst maintaining or even improving performance, and without compromising central control from the State.

Originality & Value: The debate on institutional autonomy across all public authorities in Bahrain is very lively. The paper attempts to examine the impact of changing the autonomy level on performance in public universities in Bahrain.

2- Research Problem:

The paper examines the factors that determine the autonomy of public universities in Bahrain, and how this autonomy impacts their performance. The researcher reflects on possible solutions to enhance the autonomy without compromising the necessary oversight and control from the Government.

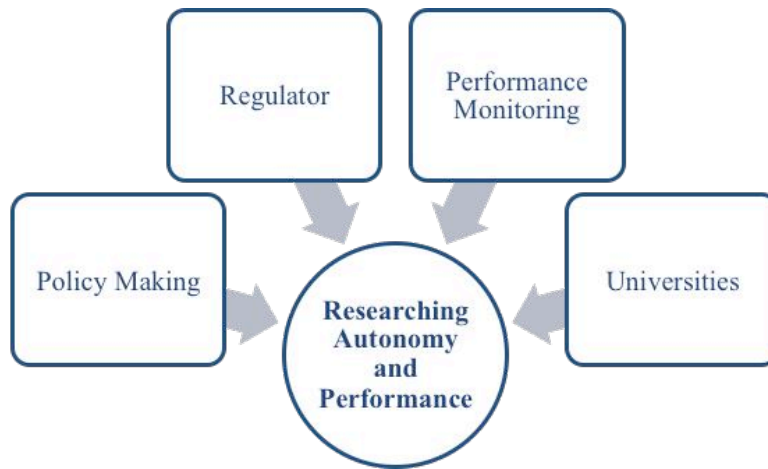
3- Methodology:

The topic selected for this paper is a very recent one, and more especially so for the Kingdom of Bahrain, as no other scientific papers were written on the autonomy and performance of public universities in the Kingdom.

Public universities around the world are set up in a variety of ways, where internal and external factors are considered. The degree of intervention of Governments in higher education policy making and policy implementing varies according to its view of best serving the national interest. Consequently, the definition of autonomy is highly dynamic and contextual.

As such, the qualitative method of research presents numerous advantages for researching such topic.

It will allow understanding the definition of autonomy in the context of Bahrain, and will certainly help in further understanding the complexity of the interactive and dynamic nature of the relationship between the public universities and the State.



The primary data collection was based on interviews with high ranking individuals who have intimate experience with public universities in Bahrain. Interviews provide a more flexible and precise method for data collection, especially in such a dynamic ever-changing field.



A Study of the Link between the Outcomes of Performance Management System and Training Programs in Works Affairs

By: Maryam Abu AlFath

Program Coordinator, Office of the Undersecretary, Works Affairs

Ministry of Works, Municipalities Affairs & Urban Planning

1- Abstract:

This research focuses on the link between the outcomes of performance management system and training programs. The objectives of this research is to investigate the link between the outcomes of the performance management system and training programs in Works Affairs in the Ministry of Works, Municipalities Affairs & Urban Planning in the Kingdom of Bahrain and to identify the basis on which these training programs are designed. This research adapts a qualitative approach where three sets of interviews were conducted with employees of Works Affairs in the Ministry, their supervisors and representatives of the Human Resources Department. The findings of this study shed lights on the importance of having the training programs designed according to the outcomes of employees' performance in the performance management system. Furthermore, the findings highlight the need to review the basis on which training programs are designed and selected in Works Affairs. The research contributes to the knowledge in the field of performance management and its role in determining employees' training needs in public sector organizations.

2- Research Problem:

Since employees' performance is reflected on the performance of their organizations, most organizations have increased their focus on employees' trainings to enhance their employees' performance. Yet, to conduct proper trainings, training programs should be designed based on the employees' training needs. This requires, first, measuring the employees' performance, and then, identifying areas of poor performance to be improved via training. This calls for the implementation of an effective performance management system (PMS), where its outcomes are treated as essential data for the design of training programs. Upon this recognition, and in an attempt to provide a fair and transparent framework for measuring the performance of employees in the public sector, the Government of the Kingdom of Bahrain has approved Al Adaa, which is a unified performance management system for all governmental bodies that fall under the umbrella of Civil Service Bureau. Upon this decision, the Ministry of Works, Municipalities Affairs & Urban Planning (Works Affairs) has embraced Al Adaa system and taken several actions to insure a smooth implementation and use of the system in the Ministry. This research focuses on the non-financial rewards associated with performance management system in terms of employees' training and development. Highlighting the link between these non-financial rewards and the performance management system is crucial for the employees being evaluated and their evaluators, as the link gives a meaning to the implementation of the evaluation process. In addition, this research is provoked by the recognition of the need to effectively design training programs according to the needs of employees.

However, in the absence of effective PMS, organizations are unable to identify training needs and prioritize these training needs effectively. As PMS provides accurate input for training programs, this research aims to investigate the existence of the link between the outcomes of performance management systems and training programs in Works Affairs in the Ministry of Works, Municipalities Affairs and Urban Planning. Furthermore, this research aims to explore the basis on which training programs are designed in Works Affairs.

3- Methodology:

To accomplish the objectives of the research and in order to answer the research questions which were of an exploratory nature, a qualitative study was carried out composed of three sets of semi-structured interviews, investigating on what basis training programs are set for employees in the Works Affairs and hence examining the link between performance management system's outcomes and training programs.

Interviews were conducted with a selection of employees of Works Affairs in the Ministry of Works, Municipalities Affairs & Urban Planning, their supervisors and representatives of the Human Resources Department. It was necessary to employ the convenience sampling method for this study, where the sample of the interviewees were chosen first by the most accessible managers or chiefs.



The relationship between increasing productivity & goals setting in the National Mapping Agency in the Kingdom of Bahrain

By: Mohamed Abdulgharrar AIMurbati
Team Leader
Survey & Land Registration Bureau

1- Abstract:

In order to keep pace with the rapid urban development in the Kingdom of Bahrain, the need for high- quality, reliable, and up to date topographic map become urgent by Stakeholders. Since the Survey & Land Registration Bureau SLRB the official National Map Agency NMA, one of its responsibilities is; providing trusted high quality land information services. SLRB is currently suffering from decreasing in productivity of updating maps, which led to the inability of the Bureau to meet their stakeholder's requirement of having up to date topographic map. As a result, lots of SLRB government stakeholders go to find their requirements of providing up to date topographic map from different source or by other data provider, which is waste of government resources of money, time, effort ...etc.

The researcher aims in this research to find "the relation between the employee's productivity and goal setting", through using interviewing technique. The sample of the study was employees at managerial and operational level in Survey Operation & Product Development section SOPD. The results of the study indicate a great general consensus between managers and surveyors of up to %84, all employees agreed on that they don't have any clear written goal. Also they agree on the factors influencing goal setting in SOPD and on the positive impact on increasing productivity by setting goal. The author concludes that setting goals have a direct effect on increasing productivity in SOPD section, but there are many other elements affecting productivity as well.

Moreover, the study indicates that the following elements impact SOPD productivity: resources %34, Fairness of Rewards and punishments %24, both Coordination between stakeholders & Capability and experience/ knowledge transfer %16, finally setting goal %12.

Furthermore, recognizing the above the real reasons behind decreasing in productivity of SOPD section, will allow top management in SLRB to take the right decision. To increase employees productivity and ensure the sustainability of providing SLRB stakeholders with trusted high quality land information services.

2- Research Problem:

As a National Map Agency, our main responsibility is to provide updated topographic maps to our stakeholders. Unfortunately we are facing a decrease in the data currency of updating maps, mainly because the employees are not working at their full capacity – potential due to the fact that they do not know their specific goals and what the measures for achieving those are. Accordingly, the researcher believes that by setting goals for each employee; we can motivate them to perform more efficiently. The researcher means by working efficiently here; is by updating maps in short time and within the acceptable quality standard. I expect that performing efficiently will lead to increase production in the whole organization which will make the cycle of updating Bahrain maps faster. Therefore, in this research the researcher will investigate the relationship between employees' productivity and setting goals in the national map agency.

3- Methodology:

The SLRB seeks sustainability in providing trusted high quality land information services to their stakeholders, through continuous improvement and development. Since the TSD is facing problem of decreasing productivity in one of its section (SOPD section), the researcher through this paper Focus on SOPD section to study “the relation between increase the productivity by setting goal for each section and employees”.

The researcher has chosen the deductive method approach as it most applicable to be able to answer the research question. Through conducting interview with managerial and operational level of employee in SOPD, analyzing their responses, comparing the result with Literature review and then discussed the result in order to answer to the research question.



The Relationship Between Consumer Awareness And Emotional Purchasing Decisions.

By: Safa Safar

Title Head, Consumption Awareness

Ministry of Industry, Commerce, and Tourism

1 Abstract:

Consumers make daily purchasing decisions related to their needs and wants of products/ services. The decision making process is affected by multiple internal and external factors that can influence the consumer's buying decision either directly or indirectly. This paper aims to find out the causes and results of emotional purchasing behavior, and how consumer awareness could help in minimizing such consumer practices. To find all of this information, a case study has been conducted about previous complaints received by the Consumer Protection Directorate concerning emotional purchasing subject, along with questionnaires and interviews that were done with a large number of consumers from 24th October 2017 to 31st October 2017 to investigate different aspects associated with this matter. The different causes and results are related to culture, economic, personal, physiological, environmental, and other factors. The study has indicated that consumer awareness is not the only factor that prevents him or her from making an emotional purchase. In fact, there are numerous influences and motives that also push the consumer to take irrational purchasing decisions and therefore have the feeling of post-purchase regret.

2- Research Problem:

To what extent can the Government Influence Consumer Purchasing Decision Making?

3- Methodology:

Mix Method:

1. Qualitative (4 interviews)
2. Quantitative (150 questionnaires)



Toward Fostering Innovation: The Role of Public Policy

By: Samah Hasan Ali
Strategic Business Improvement Manager
American Express Middle East

1 Abstract:

Fostering innovation is one of the key challenges that the Kingdom of Bahrain faces as the country strives to emerge as a force in the global economy. The official announcements across the world are ambitious towards fostering innovation. Innovation is one of the main pillar of knowledge-based economy. Bahrain Vision 2030 and the National Strategy aims to transform Bahrain into knowledge-based economy in which innovation play crucial role in development.

This thesis follow a qualitative methodology to explore the role of public policy fostering innovation within the financial sector. In a deductive approach, semi-structure interview is conducted in accordance to the Triple Helix framework of innovation system to reveal the insights of government, academia and industry. Financial innovation is random, complex and risky. Its outcomes can lead to the financial distress of individuals, firms, bank failures, and general financial instability. Financial institutions have a key role to play, not only as vital facilitators of financial innovation but, together with public sector authorities, they share important responsibilities to maintain a sound and stable financial innovation. This raise a crucial question of the prospective role of public policies fostering innovation in such sector.

The Empirical results highlights several challenges and opportunities, stress the need for an innovation ecosystem governed by a public policy that foster innovation, propose forming a national body responsible for implementing a coherent policy that strengthens Bahrain's position and leverage innovation outcome.

This thesis shed the lights on why a public policy is required and what is the role of public policy fostering innovation. Therefore, this thesis contributes to the academic knowledge of public management and in particular public policy design and implementation.

Keywords: Knowledge Based Economy, Innovation Public Policy, Financial Innovation, Innovation Ecosystem, the Triple Helix Framework

2- Research Problem:

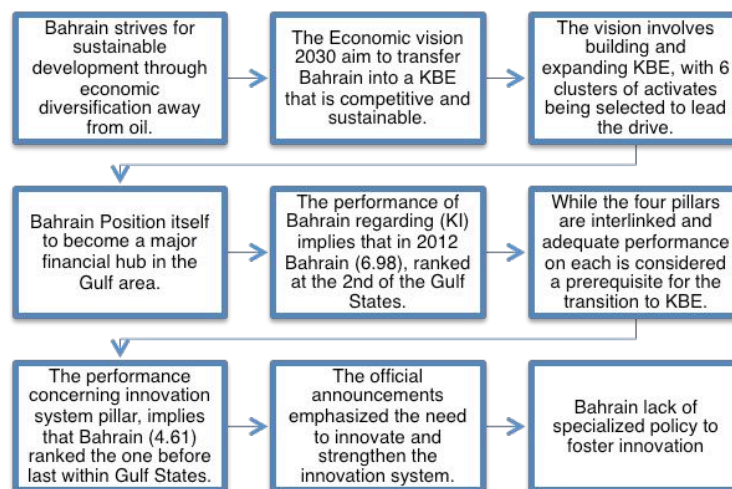
Bahrain strives for sustainable development through economic diversification away from oil. The Economic Vision 2030 aims to transfer Bahrain into a knowledge-based- economy that is competitive and sustainable. Conscious to the limits to its reserve in oil and natural gas, the government has worked to diversify its economy to guarantee a more prosperous future for its citizens. The main focus of the National Economic Strategy is on existing high potential labor intensive sectors where both the private sector and the government can play complementary roles. The vision involves building and expanding a knowledge-based-economy, with six clusters of activates being selected to lead the drive, these clusters are financial services, information technology based services, business services, healthcare, education and training and tourism, while developing the downstream industries to accelerate economic growth. In particular, Bahrain is working to become a major financial hub in the Gulf area and a leader in service provision. The growing need to measure the knowledge economy forced International Institutions to develop instruments and programs for measuring it in every country/region and also for comparing

countries at the international level (Chandra, 2015). Accordingly, a number of knowledge economy assessment methodologies were developed, the most important and highly used is the one created and applied by the World Bank. This is used for its member states to indicate their level of knowledge based economic development, and as a policy input to the achievement of sustainable economic growth. The performance of Bahrain regarding Knowledge index (KI) implies that in 2012 Bahrain (6.98), ranked at the second of the Arab Gulf countries. While the four pillars are interlinked and adequate performance on each is considered a prerequisite for the transition to knowledge based economy. The performance concerning innovation system pillar, implies that Bahrain (4.61) ranked the one before last within Gulf Countries.

Innovation is considered to be a main driver for competitiveness and economic growth. Within recent years, the concept of Innovation has attracted attention within the knowledge-based economy literature, innovation is defined as “the creative process through which additional economic value is extracted from knowledge and transformed into new products, processes and services regardless of technological advancement” (OECD, 1996). The role of innovation in securing a country’s competitiveness and achieving sustained economic growth is essential. Innovation is an important area of government action. As a consequence, governments worldwide try to foster innovation by leveraging public policies and actions “In the current difficult budgetary environment, governments are looking for policies and actions that can help accelerate economic growth and ensure future prosperity and progress”(OECD, 2010a). Driving the evolution of innovation is one of the strategic objectives for Bahrain government as well. Despite the fact that the official announcements emphasized the need to innovate and strengthen the innovation system, Bahrain is lacking of specialized policy to foster innovation.

Therefore, this thesis entails exploring the role of public policy in fostering innovation. Since the vision 2030 focus on six clusters, and each has its unique factors and attributes, the condition that prompts innovation differ significantly among sectors.

This thesis tries to fill the literature gap and shed some light on the role of public policy in fostering innovation within sectorial-based approach- financial sector, one of the main clusters that Bahrain aims to expand. In financial sector, a sector that is fully part of the market, the diffusion of knowledge is automatic, and administrative measures or “reforms” aimed at disseminating knowledge and new practices will have a great opportunity to have competitive market. Thus, innovation will considerably be significant in such competitive sector of the economy.



- Flow of Thesis Background and Problem (Developed by the Researcher)

3- Methodology:

This thesis uses qualitative method in a deductive approach and implies the Triple Helix framework as a model to frame data collection and to define the main actors. The primary data is collected from semi-structured interviews and the secondary data is based on peer-reviewed articles and international reports such as World Bank, OECD and IMF reports.

The data sampling strategy is based on Triple Helix framework representing academia, government, and industry and the data analysis is done using NVivo software. The research validity and reliability criteria are trustworthiness and authenticity. Ethical consideration is reflected.



Enhancing Collaboration in Government Infrastructure Projects

By: Talal Salah AlSayed

General Engineer

Land Transport Project - Ministry of Transportation and Telecommunication

1- Abstract:

The past period witnessed a boom in infrastructure projects in terms of roads, transportation, sanitary, telecommunication, electricity and water projects. However, these projects experienced delays that led to the non-delivery of projects on time causing loss of money, time and resources. Since the projects are owned and mostly financed by the government, the government represented by the ministries seeks on success these projects in all respects such as quality and cost. This paper will address one of the issues that cause delays in projects and perhaps stop them which is the collaboration between government entities. The research will deal with the improvement in the level of collaboration in government infrastructure projects which will participate in a way or another in reducing the delay of projects. The method used in this research is qualitative interview with a sample of 10 interviewees representing different ministries with various positions and experience in order to cover the widest point of views. The research finding proposed a set of recommendation that will contribute to enhance the level of collaboration in infrastructure projects.

2- Research Problem:

There are some government entities that are responsible about the infrastructure field in Bahrain, the main obstacle they face during the planning and execution of their projects is the collaboration between themselves, especially during the execution of the projects.

These government entities does share a public corridor in the ground where they do have the (Roads, walkway and public transport stops) which are the utilities over the ground and (Electricity Cables, Water Pipelines, Telecom Cables, drainage systems, sanitary pipes, etc.) which are the utilities under the ground, any new project that needs to be executed needs to have a work permission from the concerned entities to be able to work on the ground. The main problem happens during the execution is where the other entities slowdown the other entity project because the existing of its own utilities on the ground due to several reasons this lead to delay one or more projects which causes projects delays, wasted budgets and wasted resources.

3- Methodology:

The research methodology is based on the qualitative approach. The literature presents the challenges in infrastructure projects, collaboration and its obstacles and the convenient collaboration characteristic. After understanding these elements, an interviews question are prepared based on the identification in the literatures, after that the targeted officials are interviewed to enable understanding the challenges, obstacles and how to overcome them. Analyzed collected data from the interviews is the critical step which leads to have a rich discussion, conclusion and recommendation.



Performance Measurement System for Decision-Making in the Ministry of Finance, Kingdom of Bahrain

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1 Abstract:

1.1 Purpose:

The purpose of this thesis is to examine how the Performance Measurement System (PMS) of the Ministry of Finance (MOF) can help the executives in decision-making depending on its reports or results. Based on interviews with respondents, the author interrogates the objectives of the system, measures used by the system, weakness of the system and suggestions to improve the system.

1.2 Methodology/approach:

The interviews with respondents in MOF serve as the data source. These respondents are almost from all key directorates who deal with the PMS on daily, weekly and monthly basis whether they are users or developers of the system.

1.3 Findings:

The data suggests that the PMS should be improved in many aspects such as linking the system with performance appraisal ratings of employees to help executives in decision-making such as training, promotions, job rotation and employment. In addition, the system should determine weighted criteria for the services or tasks performed by employees, where services are given a grade (A, B or C) depending on complexity of the service instead of all services have same weight in order to evaluate the effort of each employee.

1.4 Research limitations:

The author sought to get more respondents' opinions regarding the PMS, but quite a few of respondents agreed to make interviews, despite numerous attempts to attract a large number of them. Moreover, the sources of data about MOF and PMS needed approvals prior to obtain them from the concerned directorates which will take time more than the deadline to submit the final copy of the thesis.

1.5 Practical implications:

The articulations of respondents can be tapped for improving the PMS to help the executives of MOF in decision-making.

1.6 Originality/Value:

Whereas, the literature reviews have studied many solutions widely to improve the performance measurement systems in public sector for helping the executives in decision-making based on reliable indicators, few studies have examined practical experiments in public sector of some countries to apply these solutions in order to know whether they are effective enough for development of performance measurement systems or not. This study will add value to the practical concept of performance measurement system as the experiment of MOF in Kingdom of Bahrain is unique and can be used to improve the performance measurement systems in the public sector.

2- Research Problem:

Observed that the Performance Measurement System in the Ministry of Finance (MOF) need to be improved due to some limitations. The PMS is merely measuring the completion of service based on number of days. Moreover, the PMS does not have weighted criteria where services are given grades (A, B or C) depending on the complexity of each service instead of all services have same weight. In addition, the PMS has no link with the annual performance appraisal ratings of employees to help executives of MOF in decision-making, for example promotions, training, employment and job rotation.

3- Methodology:

The questionnaire is used in most of researches on which the current research builds. The performance measurement system of MOF has been investigated via a questionnaire and interviews.

A qualitative method was used to test the conceptual model of MOF and analyzed the data received using MS Excel on a sample of 26 key individuals out of 100 selected for the research. The conducted qualitative method was based on information gathered from literature review and hypotheses which will help in comparing of findings. The questionnaire sent first to the concerned individuals via email to have an idea about it and was consisted of 15 questions. The method of questionnaire was done in line with objectives and aspirations of MOF as well as nature of investigation. The disclosing of sensitive information about the strategy, PMS of MOF, annual performance appraisal ratings of employees, performance measures and any decision making related to PMS need full confidentiality from both researcher and employees.

The employees need an explicit confirmation from researcher that the method of data collection was protected sufficiently and that the responses will be kept anonymous and no one will be identifiable in the research. Furthermore, the findings will not be disclosed on individual basis to the top management or directors of employees.

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